

**APPLICATION FOR THE U.S. NUCLEAR REGULATORY COMMISSION
SENIOR EXECUTIVE SERVICE
CANDIDATE DEVELOPMENT PROGRAM**

THIS APPLICATION PACKAGE CONSISTS OF FOUR PARTS:

- PART I: PERSONAL DATA AND SUMMARY OF WORK EXPERIENCE
- PART II: DESCRIPTION OF EXECUTIVE COMPETENCIES
- PART III: SUPERVISORY ENDORSEMENT
- PART IV: MOBILITY STATEMENT AND CERTIFICATION

Each applicant should complete Parts I, II and IV and forward the entire package to the immediate supervisor.

Only use the space provided on the form. Do not attach additional sheets or materials such as resumes, performance appraisals, position descriptions, certificates of training, or publications.

The supervisor will complete Part III addressing the applicant's strengths and weaknesses in each of the executive competency areas, and forward the entire package (the applicant's materials and the supervisor's own input) to the next level of management. Each successive management official will provide his/her endorsement on a separate Part III, up to and including the Office Director/Regional Administrator level for NRC applicants, and up to the second level supervisor for non-NRC applicants.

For NRC applicants, the Office Director/Regional Administrator will forward all application materials, including supervisory endorsements, to the Office of Human Resources. The mailing address for external applications is:

SES CDP Coordinator
Office of Human Resources
Mail Stop O-3 E17A
U.S. Nuclear Regulatory Commission
Washington, DC 20555-0001

Questions concerning the application package or supervisory statements should be directed to:

Human Resources Services and Operations
Office of Human Resources
301-415-2026 or 301-415-3969

PART I: PERSONAL DATA AND SUMMARY OF WORK EXPERIENCE*PLEASE TYPE OR PRINT*

NAME		TITLE	
WORK TELEPHONE	HOME TELEPHONE	SERIES/GRADE	ORGANIZATION
WORK ADDRESS (IF NRC GIVE MAIL STOP ONLY)		HOME ADDRESS	

EDUCATION

	DEGREE EARNED	MAJOR FIELD	UNIVERSITY/COLLEGE	YEAR RECEIVED
1				
2				
3				
4				

SIGNIFICANT AWARDS, HONORS, AND COMMUNITY SERVICE

	DESCRIPTION	DATE RECEIVED
1		
2		
3		
4		

RELEVANT TRAINING COURSES COMPLETED

	COURSE TITLE	INSTITUTION	DATE
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

SUMMARY OF WORK EXPERIENCE, WITH EMPHASIS ON ACCOMPLISHMENTS

PLEASE PROVIDE THE FOLLOWING INFORMATION ABOUT EACH OF YOUR PROFESSIONAL POSITIONS.

INCLUDE EXPERIENCE THAT DEMONSTRATES YOUR ABILITY TO DIRECT AND EVALUATE ACTIVITIES IN MORE THAN ONE FUNCTIONAL AREA OR FIELD OF SPECIALIZATION.

1. JOB TITLE

SERIES/GRADE

ORGANIZATION

DATES

SUMMARY

2. JOB TITLE

SERIES/GRADE (IF APPROPRIATE)

ORGANIZATION

DATES

SUMMARY

SUMMARY OF WORK EXPERIENCE, WITH EMPHASIS ON ACCOMPLISHMENTS

PLEASE PROVIDE THE FOLLOWING INFORMATION ABOUT EACH OF YOUR PROFESSIONAL POSITIONS.

INCLUDE EXPERIENCE THAT DEMONSTRATES YOUR ABILITY TO DIRECT AND EVALUATE ACTIVITIES IN MORE THAN ONE FUNCTIONAL AREA OR FIELD OF SPECIALIZATION.

3. JOB TITLE

SERIES/GRADE

ORGANIZATION

DATES

SUMMARY

4. JOB TITLE

SERIES/GRADE (IF APPROPRIATE)

ORGANIZATION

DATES

SUMMARY

SUMMARY OF WORK EXPERIENCE, WITH EMPHASIS ON ACCOMPLISHMENTS

PLEASE PROVIDE THE FOLLOWING INFORMATION ABOUT EACH OF YOUR PROFESSIONAL POSITIONS.

INCLUDE EXPERIENCE THAT DEMONSTRATES YOUR ABILITY TO DIRECT AND EVALUATE ACTIVITIES IN MORE THAN ONE FUNCTIONAL AREA OR FIELD OF SPECIALIZATION.

5. JOB TITLE	SERIES/GRADE
ORGANIZATION	DATES
SUMMARY	
6. JOB TITLE	SERIES/GRADE (IF APPROPRIATE)
ORGANIZATION	DATES
SUMMARY	

PART II: DESCRIPTION OF EXECUTIVE COMPETENCIES

"Executive qualifications" is the term used in 5 U.S.C. 3393 to describe the managerial qualifications that are required for initial appointment to the Senior Executive Service (SES). The Office of Personnel Management (OPM) has further defined these qualifications in terms of five fundamental Executive Core Qualifications (ECQ's) that describe the leadership skills needed to succeed in the SES.

Selection to the Nuclear Regulatory Commission SES Candidate Development Program is also based to a large extent on the degree to which applicants can demonstrate that they possess OPM's required competencies. Consequently, it is important for applicants to devote adequate time and attention to this portion of the application.

OPM's Executive Core Qualifications are listed below. The ECQ's and the associated key characteristics and underlying leadership competencies are further described on the individual Description of Executive Competencies pages which follow.

EXECUTIVE CORE QUALIFICATION 1: [Leading Change](#)

EXECUTIVE CORE QUALIFICATION 2: [Leading People](#)

EXECUTIVE CORE QUALIFICATION 3: [Results Driven](#)

EXECUTIVE CORE QUALIFICATION 4: [Business Acumen](#)

EXECUTIVE CORE QUALIFICATION 5: [Building Coalitions/Communication](#)

INSTRUCTIONS FOR PREPARING DESCRIPTIONS OF YOUR EXECUTIVE COMPETENCIES

On the following pages, please describe your executive competencies as they relate to each of the Executive Core Qualifications. For each ECQ you should prepare a brief summary of your experience (three-five sentences) as it relates to the ECQ. Additionally you should provide at least two specific examples demonstrating your competency in each ECQ. Use the Key Characteristics as a guide as you describe the challenges you have faced. Include any relevant professional and volunteer experience, education, training, and awards that demonstrate your skills in a particular ECQ. **Please limit your response to the ½ page provided for each ECQ.** In describing your accomplishments, use the following Challenge-Context-Action-Result approach in a narrative format: **Challenge** - Describe a specific problem or goal. **Context** - Talk about the individuals and groups you worked with, and/or the environment in which you worked, to tackle a particular challenge (e.g., clients, co-workers, members of Congress, shrinking budget, low morale). **Action** - Discuss the specific actions you took to address a challenge. **Result** - Give specific examples of the results of your actions.

The Office of Personnel Management's (OPM) [Guide to Senior Executive Service Qualifications](#) provides valuable information to assist applicants in describing their executive qualifications and examples that serve to illustrate specific competency examples containing the above elements. The *Guide to Senior Executive Service Qualifications* is available on the OPM web site at <http://www.OPM.gov/ses/handbook.html> or by contacting the NRC Office of Human Resources at 301-415-2026 or 301-415-3969.

NAME (PLEASE TYPE OR PRINT)

DESCRIPTION OF EXECUTIVE COMPETENCIES

EXECUTIVE CORE QUALIFICATION 1: **LEADING CHANGE**

Description: The ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity, to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity.

Key Characteristics: (a) exercising leadership and motivating managers to incorporate vision, strategic planning, and elements of quality management into the full range of the organization's activities; encouraging creative thinking and innovation; influencing others toward a spirit of service; designing and implementing new or cutting edge programs/processes; (b) identifying and integrating key issues affecting the organization, including political, economic, social, technological, and administrative factors; (c) understanding the roles and relationships of the components of the national policy making and implementation process, including the President, political appointees, Congress, the judiciary, State and local governments, and interest groups; formulating effective strategies to balance those interests consistent with the business of the organization; (d) being open to change and new information; managing ambiguity; adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles; adjusting rapidly to new situations warranting attention and resolution; (e) displaying a high level of initiative, effort, and commitment to public service; being proactive and achievement-oriented; being self-motivated; pursuing self-development; seeking feedback from others and opportunities to master new knowledge; (f) dealing effectively with pressure; maintaining focus and intensity and remaining persistent, even under adversity; recovering quickly from setbacks. **Leadership Competencies:** Continual Learning, Creativity and Innovation, External Awareness, Flexibility, Resilience, Service Motivation, Strategic Thinking, Vision.

SUMMARY OF EXPERIENCE (USE ONLY THE SPACE PROVIDED - DO NOT ATTACH ADDITIONAL SHEETS)

SPECIFIC EXAMPLES (USE ONLY THE SPACE PROVIDED - DO NOT ATTACH ADDITIONAL SHEETS)

NAME (PLEASE TYPE OR PRINT)

DESCRIPTION OF EXECUTIVE COMPETENCIES

EXECUTIVE CORE QUALIFICATION 2: LEADING PEOPLE

Description: The ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

Key Characteristics: (a) providing leadership in setting the workforce's expected performance levels commensurate with the organization's strategic objectives; inspiring, motivating, and guiding others toward goal accomplishment; empowering people by sharing power and authority; (b) promoting quality through effective use of the organization's performance management system (e.g., establishing performance standards, appraising staff accomplishments using the developed standards, and taking action to reward, counsel, or remove employees, as appropriate); (c) valuing cultural diversity and other differences; fostering an environment where people can work together cooperatively and effectively in achieving organizational goals; (d) assessing employees' unique developmental needs and providing developmental opportunities which maximize employees' capabilities and contribute to the achievement of organizational goals; developing leadership in others through coaching and mentoring; (e) fostering commitment, team spirit, pride, trust, and group identity; taking steps to prevent situations that could result in unpleasant confrontations; (f) resolving conflicts in a positive and constructive manner; this includes promoting labor/management partnerships and dealing effectively with employee relations matters, attending to morale and organizational climate issues, handling administrative, labor management, and EEO issues, and taking disciplinary action when other means have not been successful. **Leadership Competencies:** Conflict Management, Leveraging Diversity, Integrity/Honesty, Team Building.

SUMMARY OF EXPERIENCE (USE ONLY THE SPACE PROVIDED - DO NOT ATTACH ADDITIONAL SHEETS)

SPECIFIC EXAMPLES (USE ONLY THE SPACE PROVIDED - DO NOT ATTACH ADDITIONAL SHEETS)

NAME (PLEASE TYPE OR PRINT)

DESCRIPTION OF EXECUTIVE COMPETENCIES

EXECUTIVE CORE QUALIFICATION 3: **RESULTS DRIVEN**

Description: The ability to stress accountability and continuous improvement, to make timely and effective decisions, and to produce results through strategic planning and the implementation and evaluation of programs and policies.

Key Characteristics: (a) understanding and appropriately applying procedures, requirements, regulations, and policies related to specialized expertise; understanding linkages between administrative competencies and mission needs; keeping current on issues, practices, and procedures in technical areas; (b) stressing results by formulating strategic program plans which assess policy/program feasibility and include realistic short- and long-term goals and objectives; (c) exercising good judgment in structuring and organizing work and setting priorities; balancing the interests of clients and readily readjusting priorities to respond to customer demands; (d) anticipating and identifying, diagnosing, and consulting on potential or actual problem areas related to program implementation and goal achievement; selecting from alternative courses of corrective action, and taking action from developed contingency plans; (e) setting program standards; holding self and others accountable for achieving these standards; acting decisively to modify standards to promote customer service and/or the quality of programs and policies; (f) identifying opportunities to develop and market new products and services within or outside the organization; taking risks to pursue a recognized benefit or advantage. **Leadership**

Competencies: Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, Technical Credibility.

SUMMARY OF EXPERIENCE (USE ONLY THE SPACE PROVIDED - DO NOT ATTACH ADDITIONAL SHEETS)

SPECIFIC EXAMPLES (USE ONLY THE SPACE PROVIDED - DO NOT ATTACH ADDITIONAL SHEETS)

NAME (PLEASE TYPE OR PRINT)

DESCRIPTION OF EXECUTIVE COMPETENCIES

EXECUTIVE CORE QUALIFICATION 4: **BUSINESS ACUMEN**

Description: The ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.

Key Characteristics: (a) assessing current and future staffing needs based on organizational goals and budget realities. Applying merit principles to develop, select, and manage a diverse work force; (b) overseeing the allocation of financial resources; identifying cost-effective approaches; establishing and assuring the use of internal controls for financial systems; (c) managing the budgetary process, including preparing and justifying a budget, and operating the budget under organizational and Congressional procedures; understanding the marketing expertise necessary to ensure appropriate funding levels; (d) overseeing procurement and contracting procedures and processes; (e) integrating and coordinating logistical operations; (f) ensuring the efficient and cost-effective development and utilization of management information systems and other technological resources that meet the organization's needs; understanding the impact of technological changes on the organization. **Leadership Competencies:** Financial Management, Human Resources Management, Technology Management.

SUMMARY OF EXPERIENCE (USE ONLY THE SPACE PROVIDED - DO NOT ATTACH ADDITIONAL SHEETS)

SPECIFIC EXAMPLES (USE ONLY THE SPACE PROVIDED - DO NOT ATTACH ADDITIONAL SHEETS)

NAME (PLEASE TYPE OR PRINT)

DESCRIPTION OF EXECUTIVE COMPETENCIES

EXECUTIVE CORE QUALIFICATION 5: **BUILDING COALITIONS/COMMUNICATION**

Description: The ability to explain, advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.

Key Characteristics: (a) representing and speaking for the organizational unit and its work (e.g., presenting, explaining, selling, defining, and negotiating) to those within and outside the office (e.g., agency heads and other Government executives; corporate executives; OMB officials; Congressional members and staff; the media; clientele and professional groups); making clear and convincing oral presentations to individuals and groups; listening effectively and clarifying information; facilitating an open exchange of ideas; (b) establishing and maintaining working relationships with internal organizational units (e.g., other program areas and staff support functions); approaching each problem situation with a clear perception of organizational and political reality; using contacts to build and strengthen internal support bases; getting understanding and support from higher level management; (c) developing and enhancing alliances with external groups (e.g., other agencies or firms, State and local governments, Congress, and clientele groups); engaging in cross-functional activities; finding common ground with a widening range of stakeholders; (d) working in groups and teams; conducting briefings and other meetings; gaining cooperation from others to obtain information and accomplish goals; facilitating "win-win" situations; (e) considering and responding appropriately to the needs, feelings and capabilities of different people in different situations; being tactful and treating others with respect; (f) seeing that reports, memoranda, and other documents reflect the position and work of the organization in a clear, convincing, and organized manner. **Leadership Competencies:** Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication.

SUMMARY OF EXPERIENCE (USE ONLY THE SPACE PROVIDED - DO NOT ATTACH ADDITIONAL SHEETS)

SPECIFIC EXAMPLES (USE ONLY THE SPACE PROVIDED - DO NOT ATTACH ADDITIONAL SHEETS)

PART III: SENIOR EXECUTIVE SERVICE CANDIDATE DEVELOPMENT PROGRAM SUPERVISORY ENDORSEMENT

NAME OF APPLICANT (TO BE COMPLETED BY APPLICANT)

INSTRUCTIONS FOR SUPERVISORS: Please provide your input on the above-named applicant's executive competencies and/or potential as they relate to the SES Executive Core Qualifications and the NRC's SES Candidate Development Program. The information you furnish will be an important element in determining the degree to which the applicant has the executive experience or potential necessary to be successful in the Program. Attach the completed form to the application materials and forward to the next level in your office's chain of command. Each supervisor in the chain completes a separate supervisory endorsement form.

BASIS FOR APPRAISAL				SECTION I - SUPERVISORY ASSESSMENT OF DEMONSTRATED EXPERIENCE AND/OR POTENTIAL	LEVEL OF PERFORMANCE (See Scale Below)						
EXTERNAL ACTIVITIES	ON-THE-JOB	FORMAL TRAINING	POTENTIAL								
				Performance Level Scale: Assign <u>Level 3</u> to indicate performance would <u>exceed</u> what is expected of a competent SES manager. Assign <u>Level 2</u> to indicate performance would be <u>what</u> is expected of a <u>fully competent</u> SES manager. Assign <u>Level 1</u> to indicate performance would be <u>below</u> what is expected of a competent SES manager. Assign <u>Level 0</u> to indicate that you have had no opportunity to observe your employee's performance in that competency area.				3	2	1	0
				EXECUTIVE CORE QUALIFICATIONS							
				LEADING CHANGE: The ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity, to continually strive to improve customer service and program performance within the basic government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity, and persistence, even under adversity.							
				LEADING PEOPLE: The ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.							
				RESULTS DRIVEN: The ability to stress accountability and continuous improvement, to make timely and effective decisions, and to produce results through strategic planning and implementation and evaluation of programs and policies.							
				BUSINESS ACUMEN: The ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.							
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BRIEFLY DESCRIBE THE APPLICANT'S OVERALL POTENTIAL FOR SUCCESSFUL PERFORMANCE IN THE SES CANDIDATE DEVELOPMENT PROGRAM AND FUTURE SES POSITIONS

SECTION II - SUPERVISORY ENDORSEMENT

- ☐ I highly recommend this employee for selection into the SES Candidate Development Program.
- ☐ I recommend this employee for selection into the SES Candidate Development Program.
- ☐ I do not recommend this employee for selection into the SES Candidate Development Program at this time.

RELATIONSHIP TO APPLICANT (PLEASE CHECK ONE)

☐ IMMEDIATE SUPERVISOR ☐ 2ND LEVEL SUPERVISOR ☐ 3RD LEVEL SUPERVISOR ☐ OFFICE DIRECTOR/REGIONAL ADMINISTRATOR ☐ OTHER (SPECIFY)

TYPED OR PRINTED NAME AND TITLE

SIGNATURE

OFFICE

DATE

PART III: SENIOR EXECUTIVE SERVICE CANDIDATE DEVELOPMENT PROGRAM SUPERVISORY ENDORSEMENT

NAME OF APPLICANT (TO BE COMPLETED BY APPLICANT)

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BASIS FOR APPRAISAL				SECTION I - SUPERVISORY ASSESSMENT OF DEMONSTRATED EXPERIENCE AND/OR POTENTIAL	LEVEL OF PERFORMANCE (See Scale Below)						
EXTERNAL ACTIVITIES	ON-THE-JOB	FORMAL TRAINING	POTENTIAL								
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SECTION II - SUPERVISORY ENDORSEMENT											
<input type="checkbox"/> I highly recommend this employee for selection into the SES Candidate Development Program.											
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<input type="checkbox"/> I do not recommend this employee for selection into the SES Candidate Development Program at this time.											
RELATIONSHIP TO APPLICANT (PLEASE CHECK ONE)											
<input type="checkbox"/> IMMEDIATE SUPERVISOR <input type="checkbox"/> 2 ND LEVEL SUPERVISOR <input type="checkbox"/> 3 RD LEVEL SUPERVISOR <input type="checkbox"/> OFFICE DIRECTOR/REGIONAL ADMINISTRATOR <input type="checkbox"/> OTHER (SPECIFY)											
TYPED OR PRINTED NAME AND TITLE						SIGNATURE					
OFFICE						DATE					

PART III: SENIOR EXECUTIVE SERVICE CANDIDATE DEVELOPMENT PROGRAM SUPERVISORY ENDORSEMENT

NAME OF APPLICANT (TO BE COMPLETED BY APPLICANT)

INSTRUCTIONS FOR SUPERVISORS: Please provide your input on the above-named applicant's executive competencies and/or potential as they relate to the SES Executive Core Qualifications and the NRC's SES Candidate Development Program. The information you furnish will be an important element in determining the degree to which the applicant has the executive experience or potential necessary to be successful in the Program. Attach the completed form to the application materials and forward to the next level in your office's chain of command. Each supervisor in the chain completes a separate supervisory endorsement form.

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BRIEFLY DESCRIBE THE APPLICANT'S OVERALL POTENTIAL FOR SUCCESSFUL PERFORMANCE IN THE SES CANDIDATE DEVELOPMENT PROGRAM AND FUTURE SES POSITIONS

SECTION II - SUPERVISORY ENDORSEMENT

- ☐ I highly recommend this employee for selection into the SES Candidate Development Program.
- ☐ I recommend this employee for selection into the SES Candidate Development Program.
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TYPED OR PRINTED NAME AND TITLE

SIGNATURE

OFFICE

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BRIEFLY DESCRIBE THE APPLICANT'S OVERALL POTENTIAL FOR SUCCESSFUL PERFORMANCE IN THE SES CANDIDATE DEVELOPMENT PROGRAM AND FUTURE SES POSITIONS

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TYPED OR PRINTED NAME AND TITLE

SIGNATURE

OFFICE

DATE

PART IV: MOBILITY STATEMENT AND CERTIFICATION

APPLICANT'S MOBILITY STATEMENT

Mobility is an important aspect of the Senior Executive Service and the Candidate Development Program. In the space provided below, please describe your flexibility and willingness to relocate to a different geographic location in order to meet the needs of the agency.

FINAL CHECKLIST FOR APPLICANTS

1. Part I of the application is complete and current.
2. Part II of the application is complete and fully describes your executive competencies.
3. You have completed the above Mobility Statement.
4. You have sent your package, including multiple copies of Part III, Supervisory Endorsement, to your immediate supervisor for his/her endorsement and forwarding through successive managerial levels, up to the Office Director/Regional Administrator.
5. Your signature appears on the line below this checklist.

CERTIFICATION

I certify that, to the best of my knowledge and belief, all of the statements contained in this application are true, correct, complete, and made in good faith.

SIGNATURE - APPLICANT

DATE

PRIVACY ACT STATEMENT

Pursuant to 5 U.S.C. 552a(e)(3), enacted into law by Section 3 of the Privacy Act of 1974 (Public Law 93-579), the following statement is furnished to individuals who supply information to the U.S. Nuclear Regulatory Commission on NRC Form 356. This information is maintained in a system of records designated as NRC-19 and described at 58 Federal Register 36467 (July 7, 1993), or the most recent Federal Register publication of the Nuclear Regulatory Commission's "Republication of Systems of Records Notices" that is available at the NRC Public Document Room, One White Flint North Building, 11555 Rockville Pike, Rockville, MD.

1. **AUTHORITY:** Title IV, Public Law 95-454 (Civil Service Reform Act) dated October 13, 1978.
2. **PRINCIPAL PURPOSE(S):** The information will be used to select candidates for the NRC Senior Executive Service (SES) Candidate Development Program. Applicants who are accepted for and successfully complete the program will be certified for entry into the SES.
3. **ROUTINE USE(S):** Information in these records may be extracted and made available to the Office of Personnel Management; other Federal, State, and local Government agencies; and educational institutions for use in training programs related to NRC employees. Information may also be disclosed to a Congressional office to respond to their inquiry made at your request, or to NRC-paid experts, consultants, and others under contract with the NRC, on a need-to-know basis.
4. **WHETHER DISCLOSURE IS MANDATORY OR VOLUNTARY AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION:** Disclosure is voluntary; however, failure to provide the requested information may prevent your being considered for the Candidate Development Program.
5. **PROGRAM MANAGER AND ADDRESS:** Director, Office of Human Resources
U.S. Nuclear Regulatory Commission
Washington, DC 20555-0001